



WINTER 2000

THE ARMY ACQUISITION WORKFORCE

We're With You in the Western Region

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Volume 2, Number 2

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Letter from the Director

Happy New Year! Thank you for reading this issue of the Army Acquisition Workforce Newsletter. In an effort to make acquisition career management assistance more accessible to you, we are featuring a series of articles offering a close-up look by region at the people who can help you with your career management questions. This issue, the third in our series, features the Acquisition Workforce Support Specialist (AWSS) and Acquisition Career Management Advocates (ACMAs) of the Western Region.

The Western Region Customer Support Office is located at the White Sands Missile Range in New Mexico, where ACMA Charlie Garcia and AWSS Laurie Porras provide acquisition career development support. ACMA David Hover serves the U.S. Army, Pacific from Fort Shafter, Hawaii (you can read more about Charlie, Laurie and David beginning on page 4).

The Western Region is unique in that its nearly 2,000 Army Acquisition Workforce (AAW) members are spread throughout 13 states (New

Mexico, Arizona, Colorado, Utah, Wyoming, Montana, Idaho, Washington, Oregon, Nevada, California, Alaska, and Hawaii). It is home to 124 Army Acquisition Corps (AAC) members and 119 members of the Corps Eligibles program.

Our goal for this newsletter is to provide you with timely information about acquisition career development, education and training that will help you reach your career development requirements and goals. Another goal is to highlight your successes and people in the field. From the very beginning this has been your newsletter—for you and by you. The articles, information and comments you submit help us keep in touch with you and find out what you need to know



COL Roger Carter
Director, Acquisition Career
Management Office

about acquisition career development. Thanks for your contributions. Please keep them coming!



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THE
ARMY
ACQUISITION
WORKFORCE
NEWSLETTER

Happy 10th Anniversary, AAC!

The U.S. Army Acquisition Corps (AAC) celebrated its 10th anniversary on October 10, 1999, and throughout the week of the 1999 Association of the United States Army (AUSA) Annual Meeting. A series of special events commemorated this important milestone, including AAC team participation in the 15th Annual Army Ten-Miler, an AAC

exhibit and career-counseling suite staffed by career development experts at AUSA, and a special exhibit at the Pentagon. The pinnacle of the week's festivities was the U.S. Army Acquisition Corps 10th Anniversary Commemoration Ball on October 10. Here's a peek at some of the week's highlights...



The AAC 10th Anniversary Ball, held at the Crystal Gateway Marriott in Arlington, Virginia, was an event to remember! More than 300 members of the acquisition community and senior acquisition leaders celebrated a decade of success. Mr. Paul J. Hoepfer, Assistant Secretary of the Army for Acquisition, Logistics and Technology and the Army Acquisition Executive, hosted the black-



tie dinner dance. LTG Paul J. Kern, Director for Acquisition Career Management, and Mr. Keith Charles, Deputy Director, Acquisition Career Management, served as Masters of Ceremonies. Mr. Charles and keynote speaker, Mr. George Williams, Collazo System Analysis (COLSA) Corporation, take a moment to talk during the evening (right). Also shown (left) are Mr. Hoepfer and LTG William H. Campbell, Office of Directorate Information Systems for Command, Control, Communications and Computers (DISC4).



Congratulations to the following AAC members who participated in the 15th Annual Army Ten-Miler on October 10, 1999, in Washington, D.C.: MAJ Michael O. Callahan, Mr. Mike Feinberg, LTC John Kelleher, MAJ Kyle Burke, LTC Jeff Wilson, MAJ James Norris, MAJ Robert B. Billington, MAJ Mike Ryan, CW3 (Ret) Edmund Blackford, MAJ Tony F. Hodge, Ms. Jean Grothophorst, Ms. Judith A. Guenther, MAJ (P) Philip M. Yacovoni, LTC Anthony B. Bell, COL Roger L. Carter, MAJ Mike Mullen, Ms. Barbara Brown, Mr. Paul Oxenberg, COL(P) Roger Nadeau, Ms. Helen Lardner, LTC Doug Dever, LTC Mike Delaney, LTC David Dorman, LTC Rick Pennyquick, MAJ Steve Lee. In recognition of their participation, all runners were awarded special certificates. LTG Paul J. Kern awarded certificates to runners attending the AAC Ball (left).



For the first time at AUSA, the Acquisition Career Management Office (ACMO) provided career development guidance and counseling in a suite adjacent to the exhibit. Here, an AAW member has a "one-on-one" with counselors.





The evening included a performance by the U.S. Army Chorus, opening remarks by Keith Charles, an inspiring address by George G. Williams, President of COLSA Corporation, and the premiere of the new AAC video presentation, "Lock, Stock and Barrel." Above, attendees gather for a photo "op" in front of the new AAC exhibit.

From October 11-13, the AAC 10th Anniversary exhibit was featured at the AUSA Annual Meeting at the Marriott Wardman Park, and Omni Shoreham Hotel in Washington, D.C. The exhibit, highlighting key systems and events in acqui-



sition history, also featured the video "Lock Stock and Barrel." The exhibit provided the opportunity to share information about the AAC with many members of the Army community.

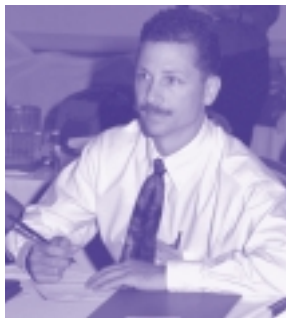


ACloser Look

CDG YG00 Orientation

In an effort to familiarize you with the inner workings of the Competitive Development Group (CDG), we thought we would take a closer look at what the Year Group 2000 (YG00) experienced at their orientation session in August:

- Mary Thomas, ACMO Deputy Director, gave an overview of the AAC vision, efforts, and objectives as well as CDG program initiatives. In addition, she reviewed an integrated model of acquisition career development, outlining the natural progression from first gaining a strong technical foundation to competing for critical acquisition positions. Ms. Thomas discussed educational opportunities including the Harvard Leadership courses, University of Texas Senior Service Fellowship, Training with Industry Program, and the Operational Expe-



Chris Grassano, Deputy Product Manager, Excalibur, Picatinny Arsenal, New Jersey, CDG YG00

rience Program. Other topics covered by Ms. Thomas included setting near-term goals, the Central Management Information File, the Continuous Learning Policy, certification, and Senior Rater Potential Evaluation/Profiles. She also identified key players in career development in the Total Personnel Command's Acquisition Management Branch, the Army Acquisition Executive Support Agency (AAESA), and the Office of the Assistant Secretary of the Army for Manpower and Reserve Affairs (ASAM&RA).

- A panel of past year CDG members and other acquisition professionals fielded questions from the current group on policy, implementation, and experience aspects of the CDG program.

- Carolyn Creamer, Civilian Personnel Management Specialist in the Personnel Management Division of AAESA, discussed the civilian personnel administrative services and benefits provided by Civilian Personnel Advisory and Operations Centers (CPAC/CPOCs). CPAC/CPOCs process all personnel actions for civilians such as new assignments, promotions,

address changes, and medical and life insurance.

- Junius Wright, Budget Officer in AAESA's Resource Management (RM) Division, gave an overview of the relationship between ACMO and AAESA's RM Division. The RM Division serves as ACMO's business office and is responsible for processing all fund certifications for travel orders and training.

"Keep your Individual Development Plans (IDPs) updated since all training requests require that IDPs be approved by ACMO prior to acceptance."

Junius Wright, Budget Officer, Resource Management Division, AAESA

- Keith Charles, Deputy Director, Acquisition Career Management, spoke on the topic of leadership at a dinner honoring the YG00 participants. He said from his own experience, "It is important to establish priorities, take responsibility, and give people the authority to develop themselves into the next generation of leaders."

- Jerold Lee, a Senior Analyst with Science Applications International Corporation (SAIC), delivered an overview of

Closer Look, continued on page 7

We're With You in the Western Region

Western Region Acquisition Career Management Advocates and Acquisition Workforce Support Specialist

Meet Charlie Garcia... ACMA for the Army Test and Evaluation Command/White Sands Missile Range (WSMR) and Director, Materiel Test Directorate, WSMR. He directs the efforts of approximately 250 civilians and 100 contractor personnel engaged in all testing programs at WSMR. These programs include U.S. Army, U.S. Navy, and U.S. Air Force weapon programs as well as foreign test programs.



Charlie Garcia, Western Region ACMA and Director, Materiel Test Directorate, WSMR

Charlie has more than 33 years of experience in weapon systems technology and range operations support. Prior to his assignment to his current position, Charlie was the Director of the National Range Development Directorate (1993 to 1998), where he was responsible for the development and acquisition of instrumentation and technology for WSMR and other Department of Defense installations. From March through December of 1993, he served as Chief for the Space and Missile Defense Division, where he was responsible for test execution for the Ballistic Missile Defense Office (BMDO) defense and sensor programs. He held the position of Chief of Space Operations for WSMR from 1991 to 1993, where he served as the single point of contact for all BMDO test programs at WSMR and WSMR's efforts in space test support. From 1988 to 1991, he was Chief of Operations Control Division, National Range Directorate and was responsible for all range operations including range control, range safety, target control, scheduling recovery operations, and explosive ordnance detection operations.

Charlie has been an ACMA since February 1999 and supports approximately 650 acquisition employees. According to Charlie, the most important thing AAW members can do for their careers is to "...take advantage of and participate in training and educational opportunities

that are made available to the AAW. The advent of the Army Acquisition Corps concept comes with benefits that will not only provide the Department of the Army (DA) with quality members, but also provide for individual growth and enrichment." Charlie finds personal satisfaction in the fact that many of the rank and file are enjoying the benefits of acquisition training programs that will lead to individual growth.

When asked if he could suggest a particular "recipe" for a successful acquisition career, Charlie responded, "The equation consists of several variables that can be considered attributes—communication skills, technical competence, education, training, management acumen. All of these things can be attained by taking advantage of the multitude of opportunities available through the Army acquisition career management program. Get involved in your future by taking advantage of the benefits inherent in this program. The skills you acquire will serve you well wherever you go, now and in the future."

Charlie holds a Bachelor of Science degree in Electrical Engineering from the University of Texas at El Paso (UTEP) and a Master of Science degree in Industrial Engineering also from UTEP. He is a member of the WSMR Historical Foundation and the WSMR Pioneer Club. He is the Former Founder, President and current member of the WSMR Chapter of the International Test and Evaluation Association and Chairman of the Board for the El Paso Chapter of the Society for Mexican American Engineers and Scientists. Charlie is a native of El Paso, Texas, where he lives

with his wife, Dora, and their two children, Phillip and Lena.

Charlie can be reached at (505) 678-1241, DSN 258-1241, <garcia@mt.wsmr.army.mil>.

Meet David Hover... ACMA for the U.S. Army, Pacific (USARPAC) and Procurement Analyst in the Office of the Assistant Chief of Staff for Acquisition Management, U.S. Army, Pacific, Fort Shafter, Hawaii. As Procurement Analyst, David is responsible for implementation, development and dissemination of higher headquarters and MACOM acquisition policy. He also serves as the USARPAC Special Competition Advocate and Commercial/Non-developmental Item Advocate and Deputy Career Program Manager for Contracting and Acquisition. As the ACMA at USARPAC, David supports approximately 60 AAW members in the United States Army, Pacific, which encompasses Hawaii, Alaska and, to a limited extent, Japan. He also assists with other AAW personnel in Hawaii and Alaska (i.e. Corps of Engineers, National Guard Bureau, and Medical Command).

David was appointed ACMA in September 1997 and has spent all of his 29

years with the Army in acquisition assignments. He began as an Army Materiel Command intern in 1971 with the Ammunition Procurement and Supply Agency in Joliet, Illinois. Upon graduation from the intern program in 1972, David moved to St. Louis, Missouri, where he worked for the Mobility Equipment Command. In 1973, he accepted a position with the U.S. Army Procurement



David Hover, ACMA for U.S. Army, Pacific, and Procurement Analyst

Agency, Hawaii, Offshore Procurement Division, where he served as a procuring contracting officer for Army requirements in the Republic of Vietnam. David was PCS'd (Permanent Change of Station) to Vietnam in September 1974, and

subsequently evacuated in April 1975. He then returned to Hawaii where he served as Procurement Officer for the Contracting Office, U.S. Army Support Command, Hawaii. In 1981, he accepted a promotion to the Principal Assistant Responsible for Contracting (PARC) office at HQ U.S. Army, Pacific and has remained in that office since. "I had taken the training in AAW certification, and was serving as the USARPAC Deputy MACOM Career Program Manager for Career Program 14, Acquisition and Contracting, so becoming an ACMA seemed to be a logical step," said David.

One of David's most significant contributions as an ACMA was to set up a communication system for his workforce. "The first thing I had to do was to establish an automated method of communication with every member of the acquisition workforce. I have done that with an automated e-mail distribution system to provide accurate, timely acquisition information to all personnel." Challenges for David deal mainly with the fact that the USARPAC contracting offices are geographically isolated. "As USARPAC contracting offices are all geographically separated from the mainland United States, the issue of providing training, for example, through use of the Regional Training Plan, is a difficult process because of the time, distance and dollars involved. I intend to work with local colleges and universities in Hawaii and Alaska to establish specialized training in areas such as management, leadership, business environment, etc. That should enable us to get more 'bang for the buck.'"

David's message to the workforce centers on maintaining a solid Individual Development Plan (IDP). "I believe that it is very important for careerists, in conjunction with their supervisors, to develop realistic and challenging IDPs. Simply putting in for required training doesn't do much for the 'development' portion of the plan. Looking at rotational and developmental assignments at the MACOM/Cross-MACOM and HQDA level, certification in additional career fields, graduate education, and so forth should all be considered in the plan, based on the future assignments to which the careerist aspires. This should ideally be accomplished with the assistance of a mentor—that person may, but need not necessarily be, the supervisor."

When asked if he could suggest a particular recipe for a successful career in acquisition, David recommended simply going that extra mile. "Now that all acquisition professionals must meet the same basic education, training, and experience requirements, the IDP becomes extremely important. In order to be separated from the mass of the career population, acceptance in the Corps Eligibles and Competitive Development Group programs and attendance at specialized courses of instruction such as those offered by Darden, Harvard, the Federal Executive Institute, Service Colleges, etc., become more and more important. Personnel must also be willing to accept positions where mobility is a factor."

David graduated from the University of Missouri with a Bachelor of Arts degree in English Literature and has done post-graduate studies at the University of Oklahoma and numerous U.S. military, government, and civilian schools. David enjoys fishing, traveling, cooking, reading and music. He received the Army Achievement Certificate for service in the Republic of Vietnam, along with numerous performance awards. He is a Past Exalted Ruler of the Pearl City, Hawaii Elks Lodge, and is currently the Hawaii State Chairman of the California/Hawaii Elks Youth Activities Committee. David is a Hawaii Blood Bank donor and serves as neighborhood coordinator for the American Heart Association.

David can be reached at (808) 438-2233, DSN (315) 438-2233, <hoverd@shafter-emh3.army.mil>.

Meet Laurie Porras... AWSS for the Western Region since November 1997. Laurie supports approximately 2,000 AAW members in the Western Region, which is very unique because there are "pockets" of just a few employees located in isolated areas scattered over 13 states. As an AWSS, Laurie is responsible for providing acquisition career management information and assistance to acquisition workforce members, supervisors, and the civilian personnel community. This includes information on acquisition program requirements and

policies and procedures, as well as available education and experience opportunities. According to Laurie, "Employees' backgrounds and circumstances can be similar and yet they are unique, and the role of the AWSS is to assist each employee with their individual career plan."

From 1982 until her current assignment, Laurie held several positions with the Civilian Personnel Office under the Test and Evaluation Command at White Sands Missile Range (WSMR), New Mexico. She served as a Personnel Management Specialist where she was the Team Leader of the Special Programs Unit responsible for outplacement and career management counseling and policy information dissemination for all Army professional career fields. Beginning in the early 1990's, she became responsible for the administration of the Acquisition Career Management Program for WSMR. Laurie also served as a Personnel Staffing Specialist where she participated in the development and implementation of recruitment and placement programs, conducted qualifications rating panels, and performed position staffing and management advisory services for organizational elements of WSMR.



Laurie Porras, Western Region AWSS

When asked what topics of concern AAW members contact her about most these days, Laurie replied, "...the Acquisition Career

Record Brief (ACRB), the Individual Development Plan (IDP), and the new automated Defense Acquisition University (DAU) course application system (AITAS). Many employees are unaware of how these automated systems are actually linked with one another and of the data flow process. I spend a great deal of time explaining why these systems are in place and the important role they play in the employee's career planning strategy. I believe that by explaining the 'behind the scenes' inner-workings of a program or system to a user so as to provide a basic understanding of that program, the user is more inclined to feel comfortable using that tool (as with the ACRB, IDP, and AITAS)," she says.

Western Region, continued on page 8

Kudos to...

Thanks to all of you workforce members who have submitted information for this section. If you know someone who deserves a "Kudos to" for a recent accomplishment, please submit the information to the Acquisition Career Management Office, Cindy Stark, SAAL-ZAC, (703) 604-7123, <starklc@sarda.army.mil>.

Congratulations to **LTC George P. Slagle** who was recently selected to serve as the new Acquisition Commander, Directorate of Contracting, at the National Training Center (NTC) in Fort Irwin, California. This is one of two command-designated Senior Military Acquisition Positions on the Department of the Army's 1998 Command Select List (Forts Hood and Irwin). LTC Slagle assumed his new position at a public Assumption of Command ceremony on August 26, 1999. "Placing the best qualified Acquisition Corps officers in these key command positions will be a measure of the Army's success in the next millennium," said Slagle.



LTC George P. Slagle

The mission of the Directorate of Contracting is to provide a full range of business solutions and contracting support to organizations throughout the NTC and rotational training units. The Command administers one of the largest Base Operations and Logistics Support efforts in the Army. The NTC's annual acquisition program is valued at approximately \$100M, accounting for approximately 85% of the Installation's Base Operations.

The U.S. Army Joint Program Office for Biological Defense Portal Shield Team recently received the David Packard Excellence in Acquisition Award for using modular design and a Commercial Off-the-Shelf (COTS) approach to improve system supportability and reduce ownership costs.

CPT(P) Jonas Vogelhut, Chief of Contamination Avoidance for the Materiel Section, Chemical Division, Directorate of Combat Developments at Fort Leonard Wood, Missouri, was recently awarded the Naval Postgraduate School (NPS) Outstanding Academic Achievement Award for DoD students and the Systems Management Faculty Award for Excellence in Management. The first award is presented quarterly to a graduating U.S. Army, U.S. Air Force, or DoD civilian who has maintained an outstanding academic record as exhibited by academic achievement, thesis research, motivation, and community involvement. The second award is presented to a graduating student in any of the Systems Management curricula who has demonstrated exceptional academic ability. This award is presented only when the caliber of potential nominees is considered high enough to make a presentation of the award. CPT(P) Vogelhut received both awards in September 1999 after graduating from the NPS with a Master of Science degree in Systems Management.

CPT James Ross, Contracting Officer at Letterkenny Army Depot in Chambersburg, Pennsylvania, and **CPT Todd Kros**, Assistant Product Manager, Readiness/Logistics Technical Applications Programs Office, Fort Eustis, Virginia, were given the Army Acquisition Corps (AAC) Award for Scholastic Achievement in June and September 1999, respectively. This award is presented to the graduating Naval Postgraduate School student who has exhibited outstanding academic excellence through academic achievement, thesis research, and leadership potential. Both CPT Ross and CPT Kros graduated with Master's degrees in Systems Management with a focus on Systems Acquisition Management.

Congratulations to **COL(P) Michael R. Mazzucchi** who was recently appointed as the new Deputy for Systems Acquisition (DSA) for the U.S. Army Communications-Electronics Command at Fort Monmouth, New Jersey.

Congratulations to the PMs and Acquisition Commanders of the Year!

The Army's Project Manager, Product Manager, and two Acquisition Commanders of the Year Awards were presented at a banquet as part of the annual Army Acquisition Workshop on August 24, 1999, in Huntsville, Alabama.

COL Jeffrey A. Sorenson, former Project Manager, Night Vision, Reconnaissance, Surveillance and Target Acquisition was the FY98 recipient of the Project Manager of the Year Award. Sorenson was cited for using his acquisition management and certified public accountant skills to manage four separate Army appropriations: Aircraft Procurement Army; Other Procurement Army; Research, Development, Test and Evaluation; and Weapon Tracked Combat Vehicles. He was also recognized for his key role in reducing the costs of thermal devices by sponsoring Foreign Comparative Test Programs during FY98 to qualify international sources for critical Forward Looking Infrared (FLIR) technology, and by supporting combined performance testing of the

second generation FLIR. Sorenson is currently Director of Information Technology Acquisition, Office of Directorate Information Systems for Command, Control, Communications and Computers (DISC4).

LTC Stephen R. Kostek, Product Manager, Joint Tactical Terminal/Common Integrated Broadcast Service Module (PM, JTT/CIBS-m) received the FY98 Product Manager of the Year Award. The JTT program was designed as a model program in acquisition streamlining. Kostek was cited for his compelling vision and his ability to create and implement a program plan to produce dynamic operations and support cost reductions. Specifically, Kostek initiated a modeling and simulation program to address risk mitigation. As a result, the JTT program will realize a 63 percent (\$227.6 million) reduction in operations and support costs during its 20-year life cycle.

Congratulations, continued on page 11

The AAC Regional Training Program — Not Just Typical Government Training

Submitted by Christi L. Steiner,
Acquisition Workforce Support Specialist
Midwest Region

Expecting just another government course? Another way to earn the 80 Continuous Learning Points? Members of the Army Acquisition Workforce at Rock Island Arsenal in Rock Island, Illinois, were pleasantly surprised when they attended classes approved under the Army Acquisition Corps Regional Training Program.

The Regional Training Program provides local training opportunities to AAW members that are unique to the needs of the region. It is being met with enthusiastic acceptance. Many class participants actually stopped Ms. Jean Ligeno, the Regional Acquisition Career Management Advocate (ACMA), and Ms. Christi Steiner, the Acquisition Workforce Support Specialist (AWSS), in the hallway to rave about the quality of content and practical usage gleaned from attending these courses. Recent classes were presented by Black Hawk College, St. Ambrose University and the Office of Personnel Management. The topics ranged from team building to leadership skills.

Following are comments received from attendees:

About "Team Tools and Leader Skills," presented by Black Hawk College:

"This was an excellent class. I learned so many valuable things which will be useful at work and at home."

—Barb Chatellier, Contract Cost/Price Analyst, Industrial Operations Command (IOC)

"Reinforcement of my beliefs of what a leader is and new ways and ideas of leadership. Best class I've had in years."

—Jyll Abbott, Industrial Stock Specialist, IOC

About "Leadership Through People Skills," presented by St. Ambrose University:

"The course was exceptional! It takes the 'personality' survey one step farther and analyzes actual behavior. From this analysis, you are then taught how to properly respond to different behaviors in order to achieve a common, optimal goal. This information will prove extremely useful in all interactions—whether with superiors, subordinates, or peers. I HIGHLY recommend the course to everyone who genuinely wants to improve their own, or their organization's, effectiveness."

—CPT Jamie Dailey, HYDRA-70, PM Office, IOC

"The class was very helpful. It stressed identifying the behaviors of people that you deal with and understanding how to change your behaviors to achieve the best working relationship, along with improving productivity of yourself and other people. The instruction process St. Ambrose used to present this class

is state-of-the-art and brought forth candid and honest responses for dealing with different situations. I would highly recommend this course for all AAW employees."

—Margaret Emmert, Contract Specialist/Officer, Tank Automotive Command—Rock Island (TACOM-RI)

About "Growing Leaders for the 21st Century," presented by Mr. Robert Franco from the Office of Personnel Management:

"I really enjoyed the subject course. The parts I found most beneficial were the tips on writing Knowledge, Skills, and Abilities (KSAs) and the self assessment on the five Executive Core Qualifications (ECQs). I have already put the KSA tips to work and am tailoring my future training needs based on the deficiencies identified in the EQC inventory. I highly recommend this course!!!"

—Jackie Golden, Environmental Scientist, IOC

"I thought it was interesting and informative. Mr. Franco was an excellent presenter; very credible. While focusing on career planning in general, he also provided a number of helpful hints; i.e. do's and don'ts for interviewing. A lot of what was discussed was basic information, but hearing it from a credible source who has obviously been very successful in his own career reinforces the fact that the basics really work. I felt the session very worthwhile."

—Kathy Ortel, Contracting Officer, IOC

Closer Look, continued from page 3

the DoD Civilian Personnel Demonstration Project and its potential impact on the CDG members.

Melissa Riesco, then Acting Chief, Policy and Program Development Division, Office of the ASAM&RA, augmented Lee's presentation by providing comments as the Army Personnel Representative for the Civilian Personnel Demo Project since its inception in

1996. The purpose of the Project is to demonstrate how DoD acquisition effectiveness can be enhanced by allowing greater managerial control over personnel processes and functions while, at the same time, expanding opportunities available to employees via a more responsive and flexible personnel system.

"You are the future leaders of the Army Acquisition Corps in the 21st Century. I challenge you to use every available opportunity to prepare for that responsibility."

Keith Charles, Deputy Director, Acquisition Career Management

• A no-host roundtable discussion was conducted on CDG program expecta-

tions. Members from past year groups openly discussed the positive and negative aspects of the program and provided ACMO with constructive criticisms and lessons learned.

• Each member of the YG00 was presented with a framed citation, a CDG pin, and an AAC coin in recognition of their selection to the program.

For more information on how to apply to the CDG program, log onto the AAC Homepage at <www.dacm.sarda.army.mil> or contact Sandy Long at 703-604-7125, <longs@sarda.army.mil>.

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According to Laurie, the best thing about being an AWSS is helping people. "I enjoy working with and helping people and I hope that with my assistance they are able to achieve their career goals." The most difficult challenge for her is finding enough hours in the day to assist everyone because her customers are spread across such a large geographic area. "Communicating current information to careerists in my region is an ongoing challenge," says Laurie. "Because the serviced population is so large, I may not be able to immediately respond to a voice or e-mail message. But rest assured, each employee will receive equal time and my undivided attention. I believe in taking whatever time is necessary to ensure that employees get their questions answered."

When asked if she has a message for the AAW members she serves, Laurie said, "The main message I would like to get out to the workforce is that I am here to assist them and that no question is a 'foolish question.' Many of the questions that are asked of me are questions generated by rumors or based on assumptions. If you are unsure about a particular policy or procedure, please ask. If I can't answer a question, I'll find someone who can."

Laurie received a Bachelor's degree in Human Resource Management from

New Mexico State University in 1982. She was awarded the 1993 White Sands Missile Range Civilian Employee of the Year (Administrative Category) for her outstanding work in the administrative field. Laurie lives near El Paso, Texas, with her husband, Jesus, and their three year old daughter and two year old son. "All

of my spare time is devoted to my toddlers, so I don't have much time anymore for my hobbies of horseback riding and gardening."

You can reach Laurie at (505) 678-5832, DSN 258-5832, <porrasl@wsmr.army.mil>.

New ACMAs Don Shackelford and Tom Drinkwater

U.S. Army Medical Command—
Fort Detrick, Maryland

Meet Dan Shackelford... Deputy for Acquisition Policy and Support, U.S. Army Medical Research Acquisition Activity (USAMRAA). Dan manages the support functions for the Contracting Office supporting the U.S. Army Medical Research and Materiel Command (USAMRMC) and Fort Detrick. This includes development and implementation of acquisition policy, management of information/automation systems, and development and management of the quality management system. Major additional duties include Competition Advocate for the USAMRMC, Staff Advisor to the Principal Assistant Responsible for Contracting, and Freedom of Information Act Officer. He has 27 years of federal service (21 with the Army and six with the Navy). Dan can be reached at (301) 619-2618, DSN 343-2618, <dan.shackelford@amedd.army.mil>.

National Guard Bureau—Arlington, Virginia

Meet Tom Drinkwater... Acquisition Program Management Officer for the National Guard Bureau. Tom is responsible for the development and implementation of all training, education, and career development of Army National Guard civilian and military acquisition personnel. He is the designated ACMA for all Army National Guard personnel. With almost 30 years of Army experience, Tom is a member of the Acquisition Corps and a Level III Certified Acquisition Professional in Program Management, Acquisition Logistics, and Communications-Computer Systems. He has authored several articles published in U.S. Army RD&A Magazine and serves as a subject matter expert in acquisition career management. Tom can be reached at (703) 607-0163, DSN 327-0163, <drinkwaterthe@pmorcas-arng.ngb.army.mil>.

Rescheduling of the FY00 Regional Acquisition Workshops

The 1QFY00 Regional Acquisition Workshop & Executive Session originally scheduled for November 3-4, 1999, and rescheduled for December 2-3, 1999, has been rescheduled again and combined with the 2QFY00 Regional Acquisition Workshop & Executive Session.

The combined 1Q & 2QFY00 Regional Workshop & Executive Session will be held at the Army Developmental Test Command (DTC) (formerly U.S. Army Test & Evaluation Command [TECOM]), Aberdeen Proving Ground, Maryland. It will be held February 8-9, 2000. Invitees will include army acquisition leadership, Program Executive Officers (PEOs), Deputies for Systems Acquisition (DSAs), and Product/Project Managers (PMs) from the following organizations:

- Program Executive Officer Information Systems;
- Program Executive Officer Standard Army Information Systems;
- U. S. Army Special Operations Command;
- U.S. Army Soldier and Biological Chemical Command;
- Program Executive Officer Intelligence, Electronic Warfare and Sensors;
- Program Executive Officer Command, Control and Communication Systems;
- Deputy for Systems Acquisition, U.S. Army Communications-Electronics Command;
- PMs reporting directly to the Army Acquisition Executive;
- National Capital Region and Northeast Acquisition Commanders;

- All other Army PMs in the National Capital Region and Northeast Region.

Mr. Larry Williams, Headquarters, U.S. Army Materiel Command (HQ AMC) is the Action Officer for this session. Mr. Williams can be reached at (703) 617-4969, DSN: 767-4969.

The 3QFY00 Regional Session and the Annual Acquisition Workshop & Executive Session will remain as originally scheduled. However, the locations of these workshops are being reconsidered. The 3QFY00 Regional Workshop will be held May 17-18, 2000, and will be coordinated by HQ AMC. The Annual Workshop will be coordinated by the AAESA, Force Structures Division, and will be held August 22-24, 2000.

GUEST EDITORIAL

ACMO Reinforces Positive Outcomes

Submitted by Virginia Thompson,
CDG YG97

I would like to tell you about one of the unique opportunities the Competitive Development Group (CDG) program makes possible through the Harvard University John F. Kennedy School of Government in Cambridge, Massachusetts. The Harvard Kennedy Program on Leadership for Senior Executives offers four two-day leadership seminars for senior executives in the public, private and non-profit sectors. In addition to research-based lectures, participants learned by interacting with each other in many case studies and experiential exercises.

My favorite seminar was "Managing People for Maximum Performance," presented by Dr. Aubrey Daniels, founder and publisher of Performance Management Magazine and the author of *Performance Management: Improving Quality Productivity through Positive Reinforcement and Bringing Out the Best in People*. Dr. Daniels illustrated a five-step Performance Maximization (PM) process: 1) Pinpointing desired results and actions needed; 2) Developing and using appropriate measures of performance; 3) Providing feedback so performers can see how they are doing; 4) Making sure that positive consequences follow performance improvements; and 5) Monitoring and troubleshooting the process.

Listening to Dr. Daniels was fun! He brought real life instances into play and emphasized that we ought to know what is needed in our work and expect good things when we improve. He provided impressive evidence of "common-sense" practices that do not work saying, "Antecedents (instructions) do not cause behavior, yet most of us tell people what to do and expect the desired result to happen. If it doesn't, we tell them again, then wonder what's wrong. Given that we manage antecedents rather than behavior (and results/rewards), we ought to wonder how anything is done right!" Dr. Daniels pointed out that behavior is a function of consequences and our challenge is to ensure

the right consequences fall on the right behavior every day. He stated that immediate consequences have more power over behavior. I returned from the seminars looking for ways that I can give small, immediate (non-funded) rewards in our new supervisor-less, Integrated Product Team (IPT) environment.

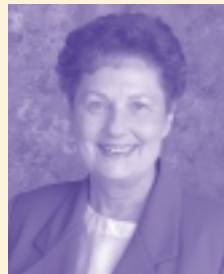
Another seminar was "Promoting Innovation and Creativity." Dr. Daniels spoke on "Managing the Causes of Creativity, Building an Innovation-Friendly Workplace, and Proactive Strategies for Generating Innovative Alternatives." One of the problems he defined is that we get much more positive reinforcement for planning for change than for actually implementing it. He said anyone who is getting enough positive reinforcement now typically is not ready for change, and that everybody must benefit from change to be motivated to make it

work. This is particularly important to keep in mind for anyone managing the three "Army Rs:" Reinvention, Reengineering, and Reductions.

Dr. Daniels said that each of us can be our own organization's performance management expert. He told us to observe what people in our organizations are doing, because what they do during a typical day is what is being reinforced now, no matter what management intends. Then, do what you can to arrange consequences that will stop behaviors resulting in poor outcomes and reinforce behaviors with desirable outcomes.

I learned a great deal of important information at these Harvard seminars and feel privileged to have participated. This program is definitely part of ACMO's commitment to reinforce positive outcomes for CDG members!

Virginia Thompson is an Acquisition Management Analyst in the Office of the Deputy Chief of Staff for Strategic Planning and Analysis, U.S. Army Space and Missile Defense Command, Huntsville, Alabama. Virginia has a Master of Science degree in Acquisition and Contract Management from the Florida Institute of Technology, and a Bachelor of Science degree in Business Administration from Athens State College, Athens, Alabama.



Virginia Thompson,
CDG YG97

When asked what she has learned from the CDG program over the last two years, she gave a list:

- "The Army is truly changing; it's driving out the nonsense;
- Today's Army is skilled at 'muddy boots' actions, but also meets eye-to-eye with top executives;
- You're welcomed anywhere—and provided expensive management time—if you are willing to help;
- DoD's leaders are accessible...and officers make good friends;
- Understanding ALL our customers is easier said than done;
- And from a Fortune 500 executive, 'The ability to learn faster may be the only sustainable competitive advantage.'

"Help Desk" Support for Your IDP and ACRB

Who do you call when you have a question or need assistance with your Individual Development Plan (IDP) or your Acquisition Career Record Brief (ACRB)? Contact your Career Manager for "help desk" support. Civilian AAC and CDG members

may contact their Functional Acquisition Specialist (FAS) at the Acquisition Management Branch (AMB). All military personnel should contact their Assignment Officer at AMB. All other workforce members may call the local/regional Army Acquisition Workforce Support Specialist (AWSS). A contact list with all AWSSs and FASs is listed on the AAC Homepage at <<http://dacm.sarda.army.mil>>.

Acquisition Career Development Plan Update

The Acquisition Career Management Office is aggressively developing the Acquisition Career Development Plan (ACDP). The ACDP is a methodology that will provide members of the Army Acquisition Workforce (AAW) the ability to focus on the skills, knowledge and characteristics they need to ensure they understand exactly what it takes to move up or to become competitive within the organization. When completed, the ACDP will be composed of four processes that will allow the individuals to take charge of their careers and succeed in meeting their goals. Portions of the plan are being piloted over the next year to ensure it is comprehensive and that it is responsive to the needs of the total workforce and the acquisition mission.

The four integrated processes are:

Structure/Position: This process will ensure that every position/billet that is identified as acquisition will be tracked, defined, and annually validated and prioritized. This process will ensure that position requirements within the acquisition community are designed to meet the overall acquisition mission while simulta-

neously meeting the career development needs of the individual.

Development Model: The overall basic acquisition career path is communicated as three progressive developmental steps that allow you to advance your career. These areas are Functional Expertise, Broadening Experience, and Effective Leadership. To advance from one level to the next, the individual is required to meet set requirements or to develop an individual plan that will build the necessary leadership and management competencies for the next level.

Career Management Process: This process allows the AAW member to take control of the What, When and How of their career development. Through an iterative assessment process the individual, their supervisor and career manager will develop a plan for individual career progression.

Competency Model: To ensure the acquisition community is communicating in a consistent manner across all AAW fields and organizations, a competency model will be made available. This process provides a defined common language and

places a strong emphasis on the need for continuous learning and development. The common language is composed of 27 Leadership Competencies (developed by OPM) and Functional Competencies (being developed by OSD Functional Boards). The 27 Leadership Competencies that measure development needs of leaders were based upon extensive research and the collaboration of successful senior executives and associations. The Functional Competencies are being developed for each of the 10 acquisition career fields and will be used for all acquisition education, training and experience aspects of career development.

Be sure to look for more information on the ACDP in the future, or on-line at <http://dacm.sarda.army.mil>. Information can also be obtained from Maria Holmes, ACMD, at (703) 604-7113, DSN 664-7113.

"AAW members benefit from the ACDP by having a framework to develop a viable career path. The Army Acquisition Corps benefits by having highly competitive qualified members in the workforce."
—Maria Holmes, ACMD.

Career News Briefs

Certification Policy Signed—

The AAC Policy and Procedures have been revised and the new policy was signed on September 30, 1999. A copy of the new policy and procedures can be obtained by accessing the policy section of the AAC Homepage at <http://dacm.sarda.army.mil>. This new process removes the certification responsibility from the organization and places it within the acquisition career field. Acquisition certifications will be completed by Certifying Officials who have been selected by the Functional Proponent for each career field. Each Certifying Official is Level III certified in the career field in which they will be certifying other individuals.

dates for upcoming boards can be found under "News" on the AAC Homepage at <http://dacm.sarda.army.mil>.

The recently updated AETE Catalog contains numerous education, training, and experience opportunities available to AAW members. This catalog can be found on the AAC Homepage at <http://dacm.sarda.army.mil/careerdevelopment>.

To learn more about the process for submitting applications to the AETE Board for these learning opportunities, click on the "Application Instructions/Information" section of the catalog on the AAC Homepage.

AETE Board Information—The Acquisition Education, Training and Experience (AETE) Board meets in January and June. The application suspense

Award Winners Announced!

Congratulations to Toni M. Gaines, Chief, Contracting Division for the Deputy Chief of Staff for Logistics, FORSCOM, and Polly A. Merlo, Developmental Test Command, Aberdeen Proving Ground, who were awarded ACMA and AWSS of the Year, respectively, at the Army Acquisition Workshop January 18–21 in New Orleans, Louisiana. This award is intended to recognize those individuals who have made highly significant contributions to Army Acquisition Workforce programs and initiatives while serving as an ACMA or AWSS. Please visit the AAC Homepage at www.dacm.sarda.army.mil for more details about this award, and be sure to read the next issue for an in-depth look at the winners!

Congratulations, continued from page 6

COL Ronald C. Flom, Commander, Defense Contract Management Command (DCMC)-Baltimore, was awarded one of two FY98 Acquisition Commander of the Year Awards. He was recognized for his achievements in managing the largest and most complex field command within the DCMC. The Command is responsible for providing program support to more than 40 major defense weapon programs, including the Army's Global Command and Control System and Reserve Component Automation System, the Marine Corps' V-22, Osprey Joint Advanced Vehicle Aircraft and Advanced Amphibious Assault Vehicle, and the Navy's Standard Missile Program. Specifically, Flom was cited for an improved delivery and payment processing system for the Reserve Component Automation System (a \$1.6 billion project). This resulted in a reduced backlog of uncompleted incurred cost audits and a single general and administrative rate to provide cost savings to the Army.

LTC Mary K. Brown, Commander, Cold Regions Test Center (CRTC), Fort Greely, Alaska, was the other FY98 Acquisition Commander of the Year recipient. CRTC is the Department of Defense's only natural, cold-weather test center responsible for planning and conducting winter, mountain, and northern environment phases of developmental testing. Brown was cited for being instrumental in ensuring the CRTC is an integral part of the global test community by initiating programs to include the CRTC in the Virtual Proving Ground and for developing low-cost, long-term partnerships with other organizations.

COL Donald R. Yates was honored at the Annual Army Workshop with a Contingency Contracting Award for his excellence as Commander, U.S. Army Contracting Command Europe, and Principal Assistant Responsible for Contracting, U.S. Army Europe, while supporting the Balkans mission.

Career Calendar

Date	Event	Location
February 8-9	1Q & 2QFY00 Regional Workshop & Executive Session	Army Developmental Test Command (Formerly TECOM) Aberdeen Proving Ground, Maryland
February 23-24	AAW 2000 Briefing	National Capital Region
TBD	AAW 2000 Briefing	FORSCOM, Atlanta, Georgia
TBD	AAW 2000 Briefing	STRICOM, Orlando, Florida
March 21-24	AAW 2000 Briefing	SBCCOM, Aberdeen Proving Ground, Maryland
April 3-4	AAW 2000 Briefing	USARPAC, Hawaii
April 6-7	AAW 2000 Briefing	8th Army, Korea
April 19-20	AAW 2000 Briefing	SBCCOM, Natick, Massachusetts
April 25-26	AAW 2000 Briefing	FORSCOM, Fort Bragg, North Carolina
May 17-18	3QFY00 Regional Acquisition Workshop	TBD
May 9-12	AAW 2000 Briefing	AMCOM/SMDC, Huntsville, Alabama
May 17-18	3QFY00 Regional Workshop	TBD
May 22-25	AAW 2000 Briefing	Fort Worth/Fort Hood, Texas
May 31-June 1	AAW 2000 Briefing	TACOM, Warren, Michigan
June 10-17	AAW 2000 Briefing	Europe (Germany/England)
June 26-27	AAW 2000 Briefing	CECOM, Fort Monmouth, New Jersey
June 28-29	AAW 2000 Briefing	ARDEC, Picatinny Arsenal, New Jersey
July 11-12	AAW 2000 Briefing	TRADOC, Forts Monroe/Lee/Eustis, Virginia
July 26-27	AAW 2000 Briefing	COE, Omaha, Nebraska
August 15-18	AAW 2000 Briefing	Fort Huachuca, Arizona
August 22-24	Annual Acquisition Workshop	TBD
September 6-7	AAW 2000 Briefing	MEDCOM, Fort Dietrick, Maryland
October 11-12	AAW 2000 Briefing	Yuma, Arizona
October 23-24	AAW 2000 Briefing	MEDCOM, San Antonio, Texas
November 13-14	AAW 2000 Briefing	IOC, Rock Island, Illinois

Notice to ACMAs and AWSSs:

We are in our second year of the Regional Training Program. This program has been a great success in providing quality and cost-effective training to a large number of acquisition workforce members. Guidance will be issued in the near future concerning submission of FY01 Regional Training Plans, which are due June 30, 2000. POC is Ann Kelsey at (703) 604-7118, DSN 664-7118, <kelseyam@sarda.army.mil>.

To be added to our mailing list, please fill out the information below and return it to the mail or e-mail address provided below.

Name: _____

Address: _____

City: _____ State: _____ Zip: _____

Phone: _____ Fax: _____

E-mail: _____

Comments/Suggestions: _____

Send to: Acquisition Career Management Office
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Voice: (703) 604-7123, DSN: 664-7123

Suggestion Box

This is your newsletter—we'd like to hear from you about the kind of information you'd like to see in it. If you have ideas for articles or information, or if you'd like to submit an article for possible publication, please send it to the address below. We'd also like to know what you think about our newsletter and any suggestions you have for making it better.

The Army Acquisition Workforce Newsletter

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